



CRIMINAL JUSTICE ADVISORY BOARD

2016-2019 Strategic Plan

Our mission is to create a forum of leaders that collaboratively addresses the immediate and future needs of the county by researching, planning, and recommending solutions that will integrate and prioritize the best approaches to criminal justice policies and program planning.

Vision & Values



Our vision is to have the Criminal Justice Advisory Board (CJAB) provide a forum for key criminal justice decision makers to collaborate and prioritize approaches for policies and programs in order to meet current needs and focus on future issues in Franklin County.

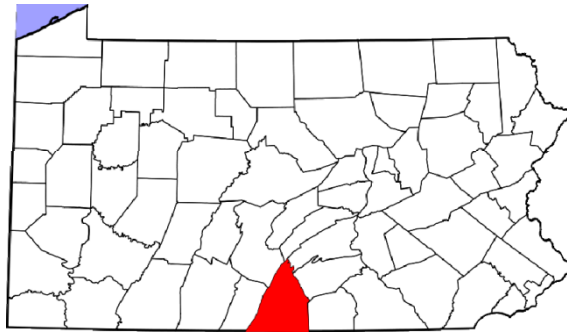
Our Values

We value integrity. Integrity is paramount for the Board as a whole and for all community representatives. We are the vanguard for the citizens of Franklin County in our efforts to make our communities safe and secure.

We value collaboration. CJAB broadly encompasses many disciplines in criminal justice including community organizations. We believe in collaborating with county and non-government agencies to work as a team so that the Board's efforts bear fruit. It matters that we work together to support Franklin County's criminal justice initiatives.

We value accountability. The Board works as a team in determining both policy and procedures and we insist on measuring performance indicators. The data is used to validate the Board's efforts to keep it accountable.

We value dedication. Our staff and our community partners share a selfless commitment to make successful the mission of the Board; and to make the Franklin County Criminal Justice Advisory Board a leader among CJABs in the Commonwealth.



Franklin County

Franklin County has both a strong history and promising future. Although Franklin County is over 225 years old, it is still growing. According to the 2014 U.S. Census, the population of Franklin County is 152,892. As of 2012, Franklin is a fourth class county and the third fastest growing county in Pennsylvania. While considered rural, our urban population continues to grow as more businesses open in Chambersburg, the county seat, and in our other population centers. With the growth in the county comes more work for the criminal justice system which, as a whole, represents the county's single largest expense in the general fund. Our system consists of a five-judge bench, three quasi-judicial masters (juvenile, divorce, support), court administration, the district attorney, the public defender, seven magisterial district judge offices, sheriff and courthouse security operations, court related elected officials, the Day Reporting Center (DRC), the drug task force, adult and juvenile probation, domestic relations and jail operations. Coordinating these entities requires a unified team approach, leading to the establishment of the Franklin County Criminal Justice Advisory Board (CJAB).

CJAB

The Criminal Justice Advisory Board's mission is to create a forum of leaders that collaboratively addresses the immediate and future needs of the county by researching, planning, and recommending solutions that will integrate and prioritize the best approaches to criminal justice policies and program planning. CJAB consists of eight subcommittees: Behavioral Health, Case Flow Management, Executive, First Contact, Forensic Initiatives, Juvenile Justice, Technology, and Victims Impact.

Board Membership

County Commissioner
County Administrator
Assistant County Administrator
Three (3) Judges of the Court of
Common Pleas
District Attorney
Public Defender
Magisterial District Judge
Representative
Municipal Police representative
State Police Representative
Sheriff
Warden
Court Administrator
Chief Information Officer
Director of Information Services
Chief Probation Officer
Fiscal Director
Juvenile Master
Human Services Administrator
Chief of Juvenile Probation
Director of Day Reporting Center
Local Victims Organization
Representative
One (1) Representative from The
Franklin County Council of
Governments
All Subcommittee Chairs
Two (2) Members at Large

Trends & Outlooks

We are diversifying . . . Shifts in our County demographics are congruent to those seen within the United States, which reflect a trend toward a more diverse population. Along the same line, Franklin County's criminal justice systems and human services have seen a change in demographics among those they serve. With a 39% rise in the overall jail population from 2012 to 2015, we see an increase in women entering the Jail which necessitates a re-thinking of the way space is utilized: in 2005, 17% of inmates were female, compared to 22% in 2015. More non-English speakers are also entering the county, and we anticipate a greater need to offer more services in Spanish, as well as other languages. We are currently meeting the need; however, as the trend continues and the population grows, we must continue making strides to address this change in demographics.

We are collaborating . . .

The recent economic landscape has created the need to pursue additional ways of collaborating, with a focus on efficiency. By working together across departments, the County and the Court are able to minimize gaps in efficiency in services, procedures, and staff time. This streamlining of operations allows for an even more effective criminal justice system. The Franklin County CJAB is the nexus for collaborative efforts across systems, incorporating best practices and technology to accomplish greater efficiencies. Through our subcommittees, we bring in subject matter experts and practitioners along with community and government stakeholders to inform our larger efforts and help identify, when appropriate, community resources to meet criminal justice needs.

We are responding . . . Mental health, drug, and alcohol treatment needs are highly prevalent among adult and juvenile criminal justice populations. DUIs alone accounted for 19.3% of the adult jail population in 2012. As of Fall 2015, 16% of inmates were assessed as having a serious mental illness. We foresee expanding our behavioral health services in response to this need.

We also see, as with communities nationwide, an increasing need and desire for community outreach. This could include a better understanding of the work of the criminal justice system, or of the positive role that law enforcement plays in a community. A proactive response, increasing our outreach efforts to further understanding of the work we do, could prevent apprehension and/or miscommunication, and can create more trust among our citizens and those who serve them.

The County and the Court continue to be mindful of fiscal responsibilities. Lack of courthouse space hinders safety and security, and with continued growth projected over the next 20 years, now is the time to expand upon our innovative processes. We will use this strategic plan to chart our course.

The following pages detail the 2016 - 2019 objectives and strategies the CJAB voted as the most pressing priorities in Franklin County. The objectives fall into one of three categories: Crime Prevention, Public Safety, or Justice Reinvestment. Neither the categories nor the objectives are presented in any particular order.

Current Grant Awards

- Intermediate Punishment/ Drug & Alcohol Probation Partnership
- Children's Advocacy Center
- Jail Opioid Treatment
- Reentry Planning
- STOP Violence Against Women
- SAMHSA Trauma Informed Training

Recent CJAB Accomplishments

- New Hope Reentry Housing program
- Reentry Strategic Planning Coalition
- Juvenile Justice System Enhancement Strategies data collection project
- Youth Summer Employment Program
- DUI Victim Impact Panel
- Chambersburg Communities That Care
- SAMHSA Trauma Informed Training and Planning
- Formation of Victims Impact Committee
- Formation of Forensic Initiatives Committee
- New Children's Advocacy Center
- Medical Assistance Expansion
- Jail Population Study
- Jail MA Navigators
- New Victim Witness Office
- Day Reporting Center
- Franklin County Mental Health Jail Diversion Program
- Drug & Alcohol Probation Partnership
- Early Accountability initiative
- Case Flow data collection
- DA/ PD Vertical Case Management
- Reestablishment of Executive Committee
- Unified Case Management System
- Jury Management System
- CJAB Procedures manual
- Justice Management Institute's Business Process Review

Objectives/Strategies

Apply Youth-Focused Prevention Programs

Outside influences such as the economic downturn, population growth, and prescription and illegal drug availability make it extremely difficult for some of our residents to make positive choices—especially for the most vulnerable among us, our youth. As a result, we are dedicated to integrating juvenile delinquency prevention strategies into our overall plan. Franklin County Juvenile Probation has been a State leader in adopting Juvenile Justice Systems Enhancement Strategies (JJSES), and we anticipate following state-led prevention initiatives through JJSES. Though successful prevention strategies are often difficult to measure, research shows that data-driven prevention efforts save money in the long run by successfully decreasing costly interventions and criminal justice involvement. To prevent delinquency problems, risk factors must be identified and targeted with evidence-based strategies such as the Communities That Care model that identify and implement programs to address root causes of illegal behaviors.

Offer Early Intervention

By intervening early with youth displaying delinquent behavior, future criminal activity can be prevented through interrupting behaviors, changing mindsets, and improving resiliency of those engaging in criminal and/or unsafe conduct. Franklin County Juvenile Justice, in alignment with JJSES, seeks to reduce harm by applying a balance of efforts to hold youth accountable for delinquent behavior, assist youth in developing competencies, and protect the community. JJSES is dedicated to employing evidence-based practices and collecting and analyzing data to enhance data-driven decision making as well as continuously improve upon the services offered to youth offenders and their families. Additionally, our justice system looks to provide meaningful opportunities for skill-building and motivation. Current CJAB youth intervention initiatives include Juvenile Justice Intervention and Diversion programs (i.e., shoplifting, substance use, sexting). Intervention efforts are in place in the criminal justice system for adult offenders as well. Positive interventions such as MADD DUI Victim Impact Panels reduce the likelihood of future criminal justice system involvement. For some offenders, identifying their needs related to substance use, mental health issues, or unresolved family problems—and then offering appropriate intervention—decreases the likelihood of relapse or recidivism.

Provide Effective Recidivism Prevention & Reentry Services

Over the past few years, the number of individuals entering the jail has increased. Individuals who have served their sentence face a complex transition back into the community, which can hinder their path to productive citizenship. We seek to maximize available resources, as well as identify additional capacity, to address the needs of sub-populations within the jail including veterans, homeless, unemployed and those with behavioral health needs. These sub-groups of incarcerated individuals can pose more challenges to current resources. Providing effective reentry services is an ongoing objective for our CJAB, which has established a Forensic Initiatives subcommittee to specifically address such issues. Programs such as the Jail Medical Assistance Pilot, the Jail Drug & Alcohol Pilot as well as reentry housing projects like New Hope Ranch and New Hope Shelter are showing promise regarding reentry challenges. Future efforts include the Jail Opioid Treatment (JOT) program where treatment begins within the jail and follows the individual upon release, as well as the development of a Franklin County Reentry Coalition. The coalition will form a strategic plan by engaging criminal justice, human services, and community entities, along with the returning individual, to build a system of care that empowers and supports formerly incarcerated individuals in achieving success in all aspects of life. This CJAB initiative mirrors a national reentry initiative to prevent recidivism and improve public safety by ensuring a safe and successful transition from life in jail to life in the community.

Objectives/Strategies

Improve the Space Available at the Courthouse and Related Facilities

Over the past decades the population of Franklin County has increased dramatically, as have our caseloads, and our facilities are feeling the strain. The current courthouse facilities are inadequate for current caseloads and related operations and are stretched to maximum capacity. If not addressed, the challenges posed by the current space constraints will hamper efficiency and public safety. Currently, court related functions are dispersed over four sites in the Chambersburg area. This fragmented operation results in inefficiencies which can be eliminated by the co-location of similar operations. With the increased interplay between human services and the criminal justice system, greater efficiency and effectiveness can be achieved by bringing these respective operations onto the same campus. A courthouse is a complex building which, in addition to office space, includes building security, courtrooms and hearing rooms, juror accommodations, conference rooms, holding cells, sally ports, and separate circulating patterns for the public, victims, judges, staff, inmates, and jurors. A new facility design will accommodate all the different building complexities and plan for today's technology needs as well as for tomorrow's advancements, saving money and space in the future. Using best practices in facilities design, we not only plan for the next 20 years, but with the next 100 years in mind.

Enhance Services and Support Available to Victims

Those who interact with the criminal justice system through no fault of their own, the victims of crime, are of primary importance and are, arguably, our reason for being. Critical factors to both restoration of and restitution to victims are the degree to which they are made whole. Franklin County's CJAB stands in support of these efforts and will work to enhance the services and support available to victims at all intersections with the criminal justice system, from crisis interventions through safety at offender parole. A dedicated CJAB Victims Impact Committee ensures continued vigilance in serving victims of crime in our community by enhancing the services and support available.

Balance Treatment and Punishment Approaches to Crime

Franklin County CJAB seeks cross-system processes for balancing offender treatment and punishment that maximize consequence, accountability, public safety, and the likelihood that criminals will not reoffend. CJAB researches and explores ideas that could increase sentencing options for the Courts. Working in conjunction with agencies like the Substance Abuse and Mental Health Services Administration (SAMHSA), we move toward reducing the impact of substance abuse, mental illness, and trauma on our community. Treatment for offenders with behavioral health needs will be strengthened by increasing providers, improving access to them, and offering a seamless continuum of care from the Jail back to the community. It is our goal to use a trauma-informed approach across all systems which involves understanding, recognizing, and responding to the effects of all types of trauma and seeks to actively resist re-traumatization. By improving our services to best meet the treatment needs of our incarcerated, we help individuals to help themselves while ensuring the continued safety of the community at large.

Develop Communication Plan (external)

Our CJAB is diverse, comprised of many key criminal justice and community stakeholders. Even so, we continue to strive for greater diversification. We wholeheartedly believe the key to continued success is strong community integration and support. To achieve this objective we will reach out to the community, educating them on the criminal justice system generally, and our CJAB, specifically.

Objectives/Strategies

Enhance Pretrial Services

Even decisions made prior to sentencing offenders have a profound impact on public safety and cost, starting with the decision of which defendants to release pretrial and which to detain. Our CJAB is improving the amount of objective information available, and the speed with which it travels, to ensure that the court is well-informed when making these crucial decisions. Evidence-based pretrial risk assessments and other tools for bail-related decisions can help to guide the decisions of the court. There are other ways to enhance efforts for individuals who are at the pretrial stage of the criminal justice continuum, while holding in balance the presumption of innocence. We will explore expanding diversion programs for individuals charged with crimes who choose to get help for issues that may have precipitated criminogenic behavior. The successful Franklin County Mental Health Jail Diversion Program is one model we will use to serve other special-needs populations like veterans and individuals with drug addictions, for example. CJAB is committed to researching the pretrial options currently available to the court, identifying any gaps, and implementing programming as appropriate. Many defendants eligible to participate in our existing pretrial release program are in need of appropriate housing. Other challenges include employment, mental health counseling and addictions treatment. These basic human needs also present themselves when individuals reenter the community after incarceration. Addressing the needs earlier in the continuum reduces the strain later in the system.

Enhance Data-driven Decision-making

From pre-sentencing interviews to incarceration to parole plans, we desire to implement objective evaluation tools to ensure accurate assessments and proper use of resources throughout all judicial functions. We will focus on identifying cost-drivers and operational efficiencies throughout the criminal justice continuum and will analyze the costs and benefits of our programs and processes. Once implemented, we will develop and track performance measures so that we can quickly identify successful components and modify unsuccessful components. In addition, we aim to improve our internal processes and will work diligently to identify inefficiencies that hamper our ability to complete work in a timely manner.

Develop Communication Plan (internal)

We plan to maximize the resources invested in our system by reviewing processes and exchanges between departments. Once we document these exchanges, we will work to carefully design improvements that will enhance communication and decrease down-time in order to provide seamless and prompt interactions between departments. Recent accomplishments include the Justice Management Institute's business process analysis, which gave us a new perspective on these processes, as well as recommendations for improvements.

Enhance Processing of Cases

As case flow remains an ongoing priority, we continue updating caseload projections, striving to explain the driving forces and identify solutions to swift justice. We work diligently on maintaining our improved scheduling processes and identifying factors that may hinder them. The recent upgrades to a Jury Management System and a Unified Case Management System speed information flow between departments, which aides in scheduling matters and can assist judges and lawyers with the processing of cases. The District's Attorney's Early Accountability initiative has been successful in expediting guilty disposition pleas to 15 days after preliminary hearings, greatly reducing the number of court appearances for some offenders.

Incorporate Technology

With the help of our CJAB Technology Committee, we will work to utilize current technology to its fullest extent. When a need arises, we will explore, examine, and identify additional technological resources with a focus on ease, efficiency and the optimization of individual and collective time and talents. We commit to making technology work for us—and those we are here to protect and serve.